



2025 workmonitor
asia pacific edition

a new workplace
baseline.


randstad

partner for talent.



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foreword.

A new workplace baseline is emerging — where success is defined not just by what we do, but by why we do it, how we do it and who we do it with.

The Randstad Workmonitor, now in its 22-edition, explores the views of the workforce in 35 markets across Europe, Asia-Pacific and the Americas.

Through this comprehensive study, we want to hear and share the voice of talent about what they want and expect from their employers and how willing they are to ask for it.

The study conceptualises and measures the gap between the reality and wishes of the global and local workforce and tracks how this changes over time.

As you explore the findings in this report, we encourage you to consider how the insights can inform your talent strategies.

“Talent expectations have evolved to become more complex and individualistic, requiring companies to take an even more personalised approach towards talent attraction and engagement.

A new workplace baseline is emerging — where success is defined not just by what we do, but by why we do it, how we do it and who we do it with. Employers should shift their focus from viewing their workforce as a collective to understanding and addressing their unique needs as individuals. Embracing this strategic shift is essential for companies looking to thrive in the evolving talent landscape. By focusing on what matters most to today's workforce, employers can better attract and retain the right talent with the right mindset.”

kajetan slonina

chief executive
asia pacific





frank oerlemans

chief marketing officer
asia pacific

“Amid talent scarcity, attracting and engaging Gen Z talent has become a top priority for many employers. Already, Gen Z makes up around 20% of the workforce in many markets, and there is strong competition for this generation of talent.

However, Gen Z’s talent expectations are largely left unmet as employers struggle to understand and adapt to them. The youngest generation seek rapid growth, driven by a sense of urgency in the face of global polycrisis that are reshaping their perspectives. At the same time, they are driving motivation and developing valuable skills through their diverse interests across gaming, activism, and entrepreneurship.

Their challenge to traditional norms reflects adaptation to a digital world where old practices falter. Employers must listen to their concerns and support their development to become critical thinkers and risk-takers, and channel their energy and idealism into positive change in the workplace.”

8
markets

5,759
respondents in
asia pacific

18 - 67
years old

why we work: motivated by personalisation.

Work today is about more than just a paycheck. Talent is prioritising the benefits they can gain through employment, and are looking for jobs that align with their personal circumstances, goals, and values. People still find purpose in work, or at least, 50% of the respondents in Asia Pacific do.

Purpose in work is more than funding our desired lifestyle or saving for retirement, especially when there are alternative avenues to earn money.

It's about the deeper "why" behind why we choose to work. To succeed in attracting and keeping top talent, employers must focus on creating personalised work experiences that meet these evolving expectations.

generational gaps in work purpose

A closer look reveals generational differences. Gen Z workers are less likely to identify a sense of purpose in their jobs with 51% of them across Asia Pacific saying that they would choose not to work at all if money was no object, compared to older generations.

This shift suggests that our youngest workers are increasingly disenchanted with traditional corporate environments. Instead, they may be looking for opportunities where they can make a direct and tangible impact on issues that resonate with them — whether that's sustainability or social equity. This is in contrast to Gen Xers and Baby Boomers who have a stronger belief that purpose can be found in traditional careers or corporate environments.

Respondents in Japan are more likely (64%) to continue working even if money were no object, compared to 46% of respondents in Singapore.

This suggests that Japanese workers may place greater value on intrinsic factors like purpose, stability, or loyalty to their roles.



work-life balance takes centre stage

Work-life balance is a top priority for workers in Asia Pacific, particularly for 91% of respondents in Malaysia. Following closely are Job Security and Salary, reflecting a cautious mindset amid ongoing transformation in the job market since 2023.

Chinese talent is the most likely to prioritise work-life balance over salary, indicated by the 6% difference divided between the two factors.



benefits and flexibility varies among generations

Generation Z workers reportedly received additional employee benefits and flexibility over the past six months compared to their Baby Boomer counterparts.

There are also notable disparities within the region. Employees in Japan are the least likely to receive added benefits or flexibility in the past 6 months, and workers in India received the most.

“The survey shows the deep value people place on having a job and career alongside their personal lives. As opposed to the past where paycheck defines the ‘why’ of having a job, employees now seek satisfaction, balance, and ultimately, the ability to work on their own terms.”

This is why return to office mandates that we see happening now around the world will unlikely boost productivity if it only changes where work is performed. Employers need to create new structures that drive connection and collaboration, and help employees recognise their contributions in their jobs.”

viswanath PS

managing director & chief executive officer india



	global	APAC	australia	china	hong kong SAR	india	japan	malaysia	new zealand	singapore
Factors I consider when thinking about my employment										
pay	82%	80%	79%	82%	74%	85%	62%	88%	85%	85%
work-life balance	83%	82%	83%	88%	71%	87%	65%	91%	88%	86%
job security	83%	80%	82%	86%	71%	89%	61%	88%	82%	85%
over the past 6 months, I've received more benefits										
gen Z	42%	44%	38%	51%	41%	63%	26%	31%	41%	33%
baby boomers	18%	30%	14%	66%	31%	88%	11%	13%	8%	15%
over the past 6 months, I've received flexibility (working hours)										
gen Z	45%	48%	43%	44%	46%	62%	38%	33%	53%	48%
baby boomers	19%	30%	14%	62%	27%	82%	13%	22%	15%	21%
over the past 6 months, I've received flexibility (working location)										
gen Z	40%	46%	37%	54%	47%	60%	36%	34%	44%	36%
baby boomers	17%	29%	12%	65%	26%	87%	7%	9%	9%	26%
I wouldn't accept a job if it didn't provide flexibility for:										
working hours	47%	47%	50%	55%	46%	60%	26%	48%	47%	45%
working location	39%	42%	38%	53%	44%	56%	20%	41%	39%	41%
if money was no objective, I would choose not to work at all										
gen Z	51%	56%	54%	68%	55%	54%	38%	52%	59%	60%
baby boomers	38%	44%	37%	70%	40%	64%	30%	37%	44%	48%

who we work with: fostering a sense of community.

Talent is seeking more than just a job, they yearn for a community where they feel valued and connected. The desire for belonging is deeply intertwined with the presence of workplace camaraderie and trust.

Strong workplace relationships are particularly important to Asia Pacific workers, as 59% would quit their job if they didn't feel a sense of belonging, 4% higher than the global average.

The survey also found that 43% of talent in the Asia Pacific would accept lower pay if they had good friends at work, 7% above the global average. Notably, this sentiment varies significantly by country, with 64% of respondents in China agreeing to this statement, compared to only 19% in Japan.

These findings underscore the potential for organisations to differentiate themselves by cultivating strong workplace relationships, potentially reducing recruitment costs while enhancing employee satisfaction and retention.

the importance of camaraderie

For many Japanese workers, salary takes precedence over workplace friendships or having a job that contributes to society. The survey found that Japanese talent are the least likely to quit their jobs due to a lack of belonging, adding a new dimension to the phrase, "it's just a job".

A strong sense of camaraderie is critical for workers, particularly in India, Singapore, and mainland China. Respondents in these markets believe that a supportive work community is the reason behind better performance and a healthier mind.

trust in employers varies widely

More than 70% of respondents in mainland China and India trust their employers to foster a culture where everyone can thrive — the highest in Asia Pacific. In contrast, only 26% of Japanese talent shares this sentiment, suggesting a significant lack of trust in the workplace.



“In China, the concept of ‘guanxi’ (关系) underscores the significance of interpersonal connections and mutual respect and obligations, which are vital for business success. Whereas, harmony, peace and balance to encourage collaboration while respecting individual contributions is valued in Japan. The diversity in cultural nuances and work values within Asia makes it even more important for companies to adopt a personalised strategy for attracting and retaining talent.”

natellie sun

managing director
greater china &
southeast asia



	global	APAC	australia	china	hong kong SAR	india	japan	malaysia	new zealand	singapore
I would quit job if I feel I didn't belong	55%	59%	62%	64%	59%	69%	34%	61%	63%	62%
I perform better at work if I feel a sense of community with my colleagues	85%	87%	84%	94%	83%	93%	77%	93%	87%	90%
A sense of community at work is important to my mental health & well-being	84%	85%	84%	90%	81%	91%	67%	94%	86%	91%
My work helps me understand and get on with people with different views & backgrounds	86%	86%	86%	92%	80%	92%	63%	94%	89%	92%
I want my workplace to feel like a community	83%	84%	83%	96%	76%	91%	62%	93%	87%	89%
I wouldn't mind earning less money if:										
I had good friends at work	83%	43%	38%	64%	49%	63%	19%	33%	32%	43%
My work contributed more to my social life	37%	43%	35%	61%	50%	65%	20%	35%	30%	45%
I felt my job was contribute something to society / the world	39%	45%	39%	61%	53%	67%	19%	37%	38%	47%
I have quit a job because I couldn't trust the leadership team	31%	35%	32%	33%	39%	53%	27%	33%	33%	33%
I hide aspects of myself at work	62%	69%	60%	72%	72%	75%	63%	71%	65%	73%
I trust my employer to create a culture where all employees can thrive	49%	54%	51%	70%	51%	71%	26%	58%	59%	49%
I would quit a job if I didn't get along with my manager	52%	54%	51%	60%	64%	60%	37%	50%	54%	56%
I have quit a job because of a toxic workplace	44%	46%	47%	38%	46%	58%	26%	59%	50%	50%

who we work with: gaining opportunities through skilling.

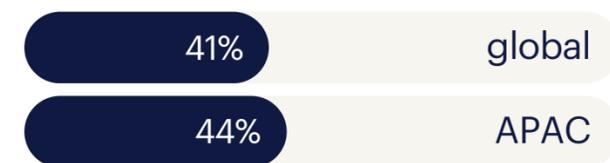
Expectations are higher in Asia Pacific when it comes to learning and development, particularly regarding the integration and use of new technologies at work.

Compared to global results, talent in Asia Pacific is 3% more likely to quit their jobs if training opportunities to future-proof their careers are not provided.

This sentiment is especially strong in mainland China and India, where more than 60% of respondents agree with the statement.

58% of respondents in mainland China would also decline a job offer if they know about the lack of growth opportunities during the interview process.

I would quit if I wasn't offered L&D to future proof my skills



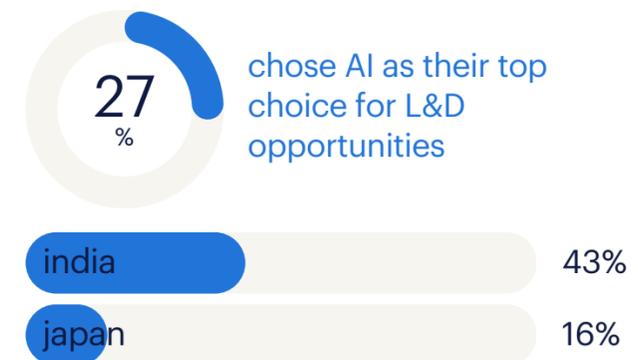
demand for AI training high in Asia Pacific

In Asia Pacific, 27% of respondents ranked AI as their top choice for training, 4% higher than the global average.

Demand is higher in India (43%) and Hong Kong (35%), and the slightly lower percentage in Hong Kong can be attributed to differing perspectives between Gen Zs and Baby Boomers.

On average, 41% of workers have received training in the past six months, with India leading at 75% and Japan lagging significantly at just 13%.

Workers in the region see upskilling as a shared responsibility between them and their employers. While employees are aware of their responsibilities for keeping their skills aligned with technological advancements, employers are accountable for providing necessary training and upskilling opportunities.



age-inclusive training required to close skill gaps

The survey revealed notable generational differences in talent expectations and employer support for AI training.

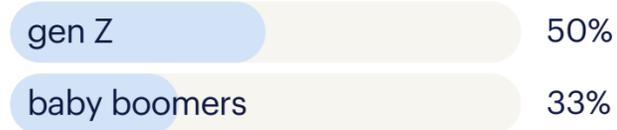
Gen Z showed significantly higher demand for AI training, with more than 40% of Gen Zers in Hong Kong and India expressing interest, compared to just 9% in Japan.

In mainland China, expectations were particularly low among Baby Boomers, with just 4% seeking AI training.

The survey also found a gap in access to training opportunities over the past 6 months. Across Asia Pacific, Gen Z talent were more likely to receive training than Baby Boomers.

The gap was the most significant in New Zealand, where 27% more Gen Z talent received additional training compared to Baby Boomers.

41%

 received more training & development opportunities in the past 6 months

who is responsible for...



“The clear divide between generations in their desire for upskilling and access to training highlights the need for more age-inclusive programmes in the workplace. Rapid digital transformation has made it essential for employers to provide equitable training opportunities to promote innovation and creativity.

Since each generation has different levels of comfort, confidence, and motivations, personalised training through skills assessments can help narrow down skill gaps to make everyone more agile and productive.”

nick pesch

chief executive officer
australia & new zealand



	global	APAC	australia	china	hong kong SAR	india	japan	malaysia	new zealand	singapore
I would quit if there are no L&D to future-proof my career	41%	44%	38%	60%	39%	67%	22%	44%	38%	43%
My employer is helping me develop future-proof skills for my careers (e.g. AI)	64%	69%	61%	84%	64%	88%	46%	79%	59%	72%
I feel ready to use the latest tech (AI) in my role	71%	73%	66%	86%	70%	92%	40%	88%	63%	79%
I wouldn't accept a job if it didn't offer L&D to future-proof my skills	44%	44%	39%	58%	43%	58%	23%	45%	42%	43%
AI training is the most sought-after L&D opportunity	22%	27%	21%	26%	35%	43%	16%	22%	19%	30%
gen Z	19%	27%	16%	28%	42%	41%	9%	22%	16%	26%
baby boomers	24%	22%	24%	4%	18%	49%	14%	28%	17%	33%
I trust my employer to invest & provide opportunities for continuous learning, particularly in AI & tech	44%	49%	46%	68%	46%	65%	20%	53%	46%	44%
over the past 6 months, I've received more training & development opportunities	34%	41%	30%	63%	37%	75%	13%	25%	36%	39%
gen Z	45%	50%	40%	61%	47%	69%	30%	32%	47%	44%
baby boomers	23%	33%	18%	69%	37%	91%	7%	25%	20%	19%
Who holds the responsibility for training & upskilling										
employee	25%	28%	26%	32%	25%	41%	20%	24%	23%	30%
employer	39%	37%	35%	45%	40%	29%	47%	31%	39%	30%
Who holds the responsibility for ensuring my skills keep pace with technological advancements										
employee	35%	36%	34%	35%	35%	47%	31%	37%	33%	37%
employer	27%	29%	28%	36%	29%	24%	35%	25%	29%	24%

the new mission for employers: delivering the why, how, and who.

Against a background of economic uncertainty, rapid technological progress and continued societal transformation, Workmonitor shows that talent's expectations of their workplace continue to shift.

As a continuation of the thematic threads we have seen emerge in previous years, a new workplace baseline has emerged. It is based on three interconnected factors: the 'why' of personal motivations, the 'who' of a sense of community and the 'how' of sharpening job skills. All of them are built on one common foundation: trust.

With talent scarcity challenges expected to increase, organisations that prioritising reshaping workplaces to reflect workers' expectations will be in the strongest position to attract and retain talent, and secure a sustainable foundation for long-term business success.

why: aligning the personal and professional

As personal preferences precede material factors like pay for the first time, the concept of 'investing in people' now means being more adaptable than ever.

This shift may signal a reimagining of society's relationship with work, further blurring the lines between the personal and the professional. Talent increasingly wants work to align with their values, ambitions and personal circumstances.

While challenging for employers, responding to this presents a compelling opportunity to build deeper, more meaningful connections with talent by taking a people-first approach: personalising benefits and policies more strongly, sharpening equity and environmental policies, and creating work processes that reinforce independence and trust.

who: a culture of community and trust

Talent is increasingly seeking a community connection in their professional lives. Consequently, traditional transactional views of employment are changing, supported by findings that talent would eschew better pay for a workplace with a strong sense of belonging. This underscores the opportunity for employers to enhance motivation by fostering a collaborative and trusting culture.

Open communication at all levels is vital, lowering participation thresholds by enabling talent to express themselves freely. Employers also need to act on the value of talent attached to equity and inclusion.

Organisations that embed equity into their culture will strengthen teams, attract talent, and remain competitive in today's dynamic environment.

how: equitable access to learning

As technology and economic changes accelerate, talent are keen to learn and keep their skills up-to-date. Reskilling and training efforts should be carefully curated and extended to all workers fairly. Individual development journeys will be crucial to keeping people engaged and ensuring lifelong learning becomes part of the organisational culture.

The new mission for employers is to ensure they are meeting the why, who and how of talent expectations, creating equitable, inclusive working environments, where talent feel they belong and can future-proof their careers.

Organisations that fully embrace this mission will realise the benefits of better business performance and a more productive workforce.

about randstad.

Randstad is a global talent leader with the vision to be the world’s most equitable and specialised talent company. As a partner for talent and through our four specialisations — Operational, Professional, Digital and Enterprise — we provide clients with the high-quality, diverse and agile workforces that they need to succeed in a talent scarce world. We help people secure meaningful roles, develop relevant skills and find purpose and belonging in their workplace. Through the value we create, we are committed to a better and more sustainable future for all.

Headquartered in the Netherlands, Randstad operates in 39 markets and has approximately 40,000 employees. In 2024, we supported over 1.7 million talent to find work and generated a revenue of €24.1 billion. Randstad N.V. is listed on the Euronext Amsterdam. For more information, see www.randstad.com.

about workmonitor.

The Randstad Workmonitor 2025 explores the views of working people in Europe, Asia-Pacific and North America. Data was collected from 26,778 respondents in Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Czech Republic, Denmark, France, Germany, Greece, Hong Kong SAR, Hungary, India, Italy, Japan, Luxembourg, Malaysia, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, Romania, Singapore, Spain, Sweden, Switzerland, Türkiye, the United Kingdom, the United States and Uruguay between 7 October 2024 and 6 November 2024.

In Asia Pacific, 5,759 respondents participated in the survey. For this research, Randstad partnered with Evalueserve, a global research and analysis firm.

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appendix.

australia

china

hong kong SAR

india

japan

malaysia

new zealand

singapore



market snapshot:
australia.



Talent in Australia are broadly aligned with their global peers when considering what they want from their employer, Workmonitor 2025 finds. While flexibility is marginally more important, employers in this market are also more likely to have delivered on this front. A sense of belonging is also more valued by talent in Australia, but they are slightly less concerned about opportunities to future-proof their skills.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 80% say their employers' social and environmental values and purpose align with their own (76% global)
- 45% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 28% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 28% have quit a job that didn't offer career progression opportunities (31% global)
- 48% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
 - Pay 79% (82% global)
 - Work-life balance 83% (83% global)
 - Flexibility in terms of working hours 76% (73% global)
 - Flexibility in terms of location 70% (67% global)

→ 72% say their job provides them with flexibility in terms of working hours (65% global)

- 64% say their job provides them with flexibility in terms of location (60% global)
- 30% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 26% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 83% say they want their workplace to feel like a community (83% global)
- 84% believe they perform better at work if they feel a sense of community with their colleagues (85% global)

→ 62% would quit a job if they did not feel they belonged (55% global)

- 47% have quit a job due to a toxic workplace (44% global)
- 84% feel trusted by their employer (83% global)
- 79% say they can trust their leadership (77% global)
- 60% say they hide aspects of themselves at work (62% global)
- 58% feel their organization is not doing enough to improve equity (59% global)
- 51% trust their employer to create an inclusive culture (49% global)
- 39% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 69% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 38% would quit if their employer did not provide opportunities to future-proof their skills (41% global)

→ 39% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)

- 57% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 34% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 28% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 30% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
 - AI 21% (23% global)
 - IT and technological literacy 9% (11% global)
 - Management and leadership skills 9% (7% global)
 - Wellbeing and mindfulness 6% (6% global)
 - Data privacy and cybersecurity 5% (4% global)

market snapshot:
china.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 86% say their employers' social and environmental values and purpose align with their own (76% global)
- 66% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 22% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 36% have quit a job that didn't offer career progression opportunities (31% global)
- 70% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
 - Pay 82% (82% global)
 - Work-life balance 88% (83% global)
 - Flexibility in terms of working hours 84% (73% global)
 - Flexibility in terms of location 73% (67% global)
- 82% say their job provides them with flexibility in terms of working hours (65% global)
- 76% say their job provides them with flexibility in terms of location (60% global)
- 53% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 49% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 96% say they want their workplace to feel like a community (83% global)
- 94% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 64% would quit a job if they did not feel they belonged (55% global)
- 38% have quit a job due to a toxic workplace (44% global)
- 89% feel trusted by their employer (83% global)
- 89% say they can trust their leadership (77% global)
- 72% say they hide aspects of themselves at work (62% global)
- 70% feel their organization is not doing enough to improve equity (59% global)
- 70% trust their employer to create an inclusive culture (49% global)
- 61% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 82% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 60% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 58% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 73% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 36% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 63% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
 - AI 26% (23% global)
 - IT and technological literacy 12% (11% global)
 - Programming/coding 9% (6% global)
 - Communication and presentation skills 8% (5% global)
 - Software project management 6% (4% global)

Talent in China stand out in many areas of Workmonitor 2025's key themes when compared with global averages. Value alignment and career progression opportunities are noticeably more important to talent in this market. As is community — they are more willing to earn less in a role that contributes to society. Career progression is also hugely important to talent in China, and they are almost twice as likely as the global mean to have seen development opportunities increase over the past six months.





market snapshot:
hong kong SAR.

Talent in Hong Kong SAR are largely aligned with global averages on the key issues identified in Workmonitor 2025, but there are some discrepancies. They are much more likely to have quit a job that didn't offer career progression opportunities. When exploring their sense of community, they are much more likely to accept lower earnings in a role that contributes to society. When looking at upskilling, they are also less likely to feel training and development opportunities are important in their current and future roles.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 65% say their employers' social and environmental values and purpose align with their own (76% global)
- 51% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 37% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 44% have quit a job that didn't offer career progression opportunities (31% global)
- 51% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
 - Pay 74% (82% global)
 - Work-life balance 71% (83% global)
 - Flexibility in terms of working hours 61% (73% global)
 - Flexibility in terms of location 54% (67% global)
- 65% say their job provides them with flexibility in terms of working hours (65% global)
- 58% say their job provides them with flexibility in terms of location (60% global)
- 34% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 37% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

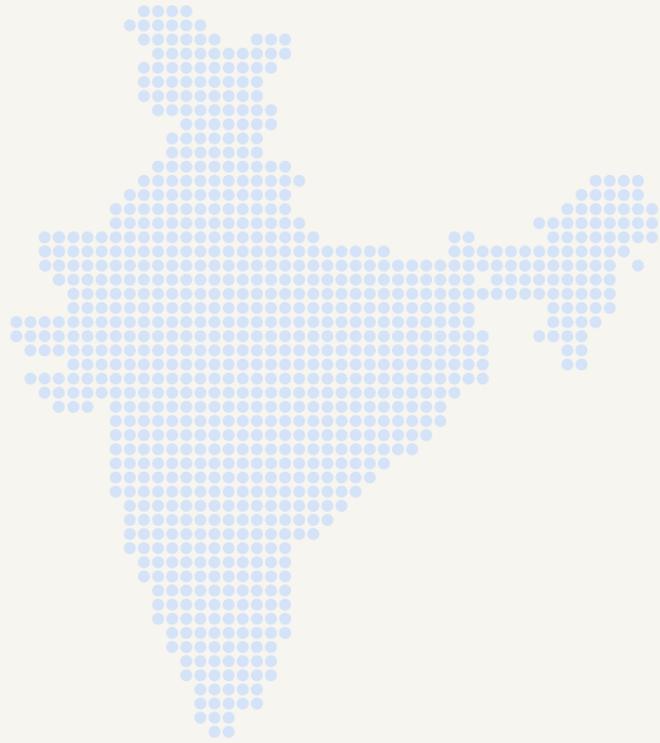
Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 76% say they want their workplace to feel like a community (83% global)
- 83% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 59% would quit a job if they did not feel they belonged (55% global)
- 46% have quit a job due to a toxic workplace (44% global)
- 77% feel trusted by their employer (83% global)
- 78% say they can trust their leadership (77% global)
- 72% say they hide aspects of themselves at work (62% global)
- 66% feel their organization is not doing enough to improve equity (59% global)
- 51% trust their employer to create an inclusive culture (49% global)
- 53% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 61% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 39% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 43% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 53% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 35% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 29% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 37% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
 - AI 35% (23% global)
 - IT and technological literacy 9% (11% global)
 - Data privacy and cybersecurity 8% (4% global)
 - Data science/analytics 7% (5% global)
 - Management and leadership skills 4% (7% global)
 - Communication and presentation skills 6% (5% global)



market snapshot:
india.

Talent in India are more likely to take action if they are not satisfied by with their employment when compared with global averages. However, they are also broadly more positive when considering the key themes identified in Workmonitor 2025. Talent in this market are much more likely to quit roles if they are not offered career progression but they are also much more likely to have been offered opportunities to develop in the past six months. Reflecting this, they are much more likely to have trust in their employer.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 90% say their employers’ social and environmental values and purpose align with their own (76% global)
- 70% state that they wouldn’t accept a job with a company whose values didn’t align with their own (48% global)
- 49% have quit a job because they didn’t agree with the viewpoints or stances of leadership (29% global)
- 61% have quit a job that didn’t offer career progression opportunities (31% global)
- 71% would quit a job that didn’t offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
 - Pay 85% (82% global)
 - Work-life balance 87% (83% global)
 - Flexibility in terms of working hours 84% (73% global)
 - Flexibility in terms of location 83% (67% global)
- 86% say their job provides them with flexibility in terms of working hours (65% global)
- 86% say their job provides them with flexibility in terms of location (60% global)
- 67% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 66% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 91% say they want their workplace to feel like a community (83% global)
- 93% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 69% would quit a job if they did not feel they belonged (55% global)
- 58% have quit a job due to a toxic workplace (44% global)
- 92% feel trusted by their employer (83% global)
- 93% say they can trust their leadership (77% global)
- 75% say they hide aspects of themselves at work (62% global)
- 74% feel their organization is not doing enough to improve equity (59% global)
- 71% trust their employer to create an inclusive culture (49% global)
- 67% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 89% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 67% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 58% would not accept a job that didn’t offer opportunities to future-proof their skills (44% global)
- 79% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 47% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 75% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
 - AI 43% (23% global)
 - IT and technological literacy 12% (11% global)
 - Programming and coding 6% (6% global)
 - Data science/analytics 5% (5% global)
 - Management and leadership skills 5% (7% global)

market snapshot:
japan.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 54% say their employers' social and environmental values and purpose align with their own (76% global)
- 37% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 20% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)

→ 14% have quit a job that didn't offer career progression opportunities (31% global)

- 24% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
 - Pay 62% (82% global)
 - Work-life balance 65% (83% global)
 - Flexibility in terms of working hours 57% (73% global)
 - Flexibility in terms of location 45% (67% global)
- 50% say their job provides them with flexibility in terms of working hours (65% global)
- 48% say their job provides them with flexibility in terms of location (60% global)
- 16% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 15% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 62% say they want their workplace to feel like a community (83% global)

- 77% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 34% would quit a job if they did not feel they belonged (55% global)
- 26% have quit a job due to a toxic workplace (44% global)
- 60% feel trusted by their employer (83% global)
- 53% say they can trust their leadership (77% global)
- 63% say they hide aspects of themselves at work (62% global)
- 54% feel their organization is not doing enough to improve equity (59% global)
- 26% trust their employer to create an inclusive culture (49% global)
- 19% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 42% state that training and development is important to them in their current role or when looking for a new job (72% global)
- 22% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 23% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)

→ 27% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)

- 31% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 35% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 13% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
 - AI 16% (23% global)
 - IT and technological literacy 7% (11% global)
 - Programming/coding 5% (6% global)
 - Communication and presentation skills 5% (5% global)
 - Data science/analytics 4% (5% global)

Talent in Japan broadly deviate from global averages when considering the key themes identified in Workmonitor 2025. Talent in this market are much less likely to have quit a role that did not offer career progression opportunities. They are also less likely to want their workplace to feel like a community. When looking at skilling opportunities, they are much less likely to have been offered opportunities to future-proof their skills by their employer.



market snapshot:
malaysia.



Malaysia’s talent are largely aligned with their global peers regarding the key themes of the Workmonitor 2025 report. However, value alignment with employers and work-life balance are rated more highly in this market than the survey average. Talent’s need for a community at work and perceived trust levels between talent and employers are also above-average.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 82% say their employers’ social and environmental values and purpose align with their own (76% global)
 - 52% state that they wouldn’t accept a job with a company whose values didn’t align with their own (48% global)
 - 29% have quit a job because they didn’t agree with the viewpoints or stances of leadership (29% global)
 - 41% have quit a job that didn’t offer career progression opportunities (31% global)
 - 59% would quit a job that didn’t offer career progression opportunities (48% global)
 - When thinking about their current role, the following factors are important to talent in this market:
 - Pay 88% (82% global)
 - Work-life balance 91% (83% global)
 - Flexibility in terms of working hours 77% (73% global)
 - Flexibility in terms of location 74% (67% global)
 - 70% say their job provides them with flexibility in terms of working hours (65% global)
 - 66% say their job provides them with flexibility in terms of location (60% global)
 - 22% have seen flexibility in terms of working hours increase in the past six months (31% global)
 - 25% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

- 93% say they want their workplace to feel like a community (83% global)
 - 93% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
 - 61% would quit a job if they did not feel they belonged (55% global)
 - 59% have quit a job due to a toxic workplace (44% global)
 - 87% feel trusted by their employer (83% global)
 - 84% say they can trust their leadership (77% global)
 - 71% say they hide aspects of themselves at work (62% global)
 - 63% feel their organization is not doing enough to improve equity (59% global)
 - 58% trust their employer to create an inclusive culture (49% global)
 - 37% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

- 84% state that training and development is important to them in their current role or when looking for a new job (72% global)
 - 44% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
 - 45% would not accept a job that didn’t offer opportunities to future-proof their skills (44% global)
 - 62% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
 - 37% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
 - 25% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
 - 25% said that training and development opportunities had increased for them in the last six months (34% global)
 - Talent would be most interested in the following learning and development opportunities if their employer offered them:
 - AI 22% (23% global)
 - Management and leadership skills 16% (7% global)
 - IT and technological literacy 11% (11% global)
 - Data science and analytics 7% (5% global)
 - Wellbeing and mindfulness 6% (6% global)



market snapshot:

new zealand.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

→ 80% say their employers' social and environmental values and purpose align with their own (76% global)

- 48% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 28% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 30% have quit a job that didn't offer career progression opportunities (31% global)
- 47% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
 - Pay 85% (82% global)
 - Work-life balance 88% (83% global)
 - Flexibility in terms of working hours 73% (73% global)
 - Flexibility in terms of location 67% (67% global)
- 67% say their job provides them with flexibility in terms of working hours (65% global)
- 58% say their job provides them with flexibility in terms of location (60% global)
- 35% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 28% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 87% say they want their workplace to feel like a community (83% global)

- 87% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 63% would quit a job if they did not feel they belonged (55% global)
- 50% have quit a job due to a toxic workplace (44% global)
- 90% feel trusted by their employer (83% global)
- 80% say they can trust their leadership (77% global)
- 65% say they hide aspects of themselves at work (62% global)
- 56% feel their organization is not doing enough to improve equity (59% global)
- 59% trust their employer to create an inclusive culture (49% global)
- 38% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

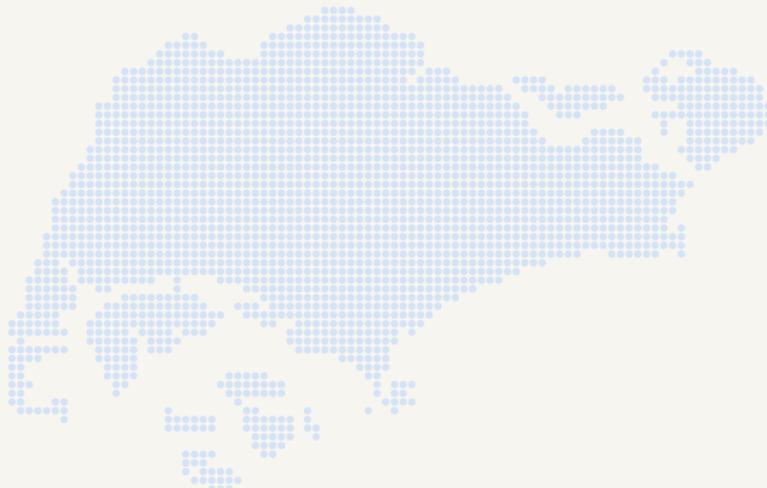
→ 75% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 38% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 42% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 54% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 33% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 29% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 36% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
 - AI 19% (23% global)
 - Management and leadership skills 12% (7% global)
 - IT and technological literacy 10% (11% global)
 - Wellbeing and mindfulness 10% (6% global)
 - Programming and coding 6% (6% global)

Considering the key themes highlighted by Workmonitor 2025, New Zealand's talent is broadly in line with global averages. However, they feel more aligned with their employers in terms of values and purpose, and place more emphasis on work-life balance. New Zealand talent express an above-average need for a work community and rank trust levels between employers and workers more highly than the global mean.

market snapshot:

singapore.



Talent in Singapore share many of the expectations from employers expressed by respondents around the globe in Workmonitor 2025. However, they were more likely to experience work flexibility than the global average and that flexibility had increased over the last six months. They are also above-average in longing for a community feel at work and believing that this benefits their performance.

motivated by personalization

Talent increasingly expect work to align with their personal values, ambitions and life circumstances. While work is still about income, it also plays a broader and more meaningful role in their lives.

- 79% say their employers' social and environmental values and purpose align with their own (76% global)
- 50% state that they wouldn't accept a job with a company whose values didn't align with their own (48% global)
- 29% have quit a job because they didn't agree with the viewpoints or stances of leadership (29% global)
- 36% have quit a job that didn't offer career progression opportunities (31% global)
- 54% would quit a job that didn't offer career progression opportunities (48% global)
- When thinking about their current role, the following factors are important to talent in this market:
 - Pay 85% (82% global)
 - Work-life balance 86% (83% global)
 - Flexibility in terms of working hours 76% (73% global)
 - Flexibility in terms of location 71% (67% global)

→ 69% say their job provides them with flexibility in terms of location (60% global)

- 37% have seen flexibility in terms of working hours increase in the past six months (31% global)
- 36% have seen flexibility in terms of location increase in the past six months (29% global)

fostering a sense of community

Talent are clear they want a community — a space where they can belong, thrive and bring their full selves to work.

→ 89% say they want their workplace to feel like a community (83% global)

- 90% believe they perform better at work if they feel a sense of community with their colleagues (85% global)
- 62% would quit a job if they did not feel they belonged (55% global)
- 50% have quit a job due to a toxic workplace (44% global)
- 84% feel trusted by their employer (83% global)
- 82% say they can trust their leadership (77% global)
- 73% say they hide aspects of themselves at work (62% global)
- 66% feel their organization is not doing enough to improve equity (59% global)
- 49% trust their employer to create an inclusive culture (49% global)
- 47% would be willing to earn less if their job was contributing to society (39% global)

gaining opportunities through skilling

As technological change accelerates, talent increasingly prioritize skills development — especially in areas like AI and emerging technologies.

→ 75% state that training and development is important to them in their current role or when looking for a new job (72% global)

- 43% would quit if their employer did not provide opportunities to future-proof their skills (41% global)
- 43% would not accept a job that didn't offer opportunities to future-proof their skills (44% global)
- 54% say their employer has provided them with opportunities to develop future-proof skills such as AI (55% global)
- 37% say they are mostly or entirely responsible for ensuring their skills keep pace with technological advancement (35% global)
- 24% believe responsibility for tech upskilling mostly or entirely lies with their employer (27% global)
- 39% said that training and development opportunities had increased for them in the last six months (34% global)
- Talent would be most interested in the following learning and development opportunities if their employer offered them:
 - AI 30% (23% global)
 - IT and technological literacy 12% (11% global)
 - Management and leadership skills 7% (7% global)
 - Data science and analytics 6% (5% global)
 - Wellbeing and mindfulness 6% (6% global)

your
thoughts,
let's start a conversation.

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